

RFP # 0634-222
CAMIS Replacement Project, Quality Assurance
Questions & Answers

- 1 In the Background section, Page 3, of your RFP you state, "Based on a comprehensive technical analysis of alternatives, it was determined that the most cost effective solution was to **transfer** an existing web-based SACWIS system.

Can you clarify what the word *Transfer* means? We assume that a vendor will be chosen to perform this *Transfer* and the vendor scope will affect the scope of the QA and IV&V services we would respond to.

DSHS Answer: Transfer – the State aims to acquire a web-based system and the associated documentation deployed in another State to support the same/similar activities.

- 2 You mention that DSHS has processes and standards that will be applicable to this effort. Are there additional standards that will be applicable to the QA and IV&V efforts that will be provided by the vendor transferring the SACWIS system?

Will we have to generate any standards and processes not provided by DSHS or the Transfer vendor?

DSHS Answer: There are likely to be aspects of the SACWIS vendor's methodology that will be applicable to QA and IV&V. The State is not requesting the QA vendor to generate any standards or processes beyond what is identified in the RFP.

- 3 In the Background section, Page 4, you mention a Quality Management Framework. We assume that this Framework would be a key input for the QA and IV&V services we would provide. Could we possibly see a copy of this Framework?

DSHS Answer: The ISB policies cited in the previous paragraph describe the risk ratings (url included in RFP). The DSHS quality framework is included below:

1) DSHS Quality Assurance Framework

The DSHS Quality Assurance Management Framework includes:

- a) Project Management based on industry best practices;
- b) Independent Quality Assurance Services;
- c) Independent Validation and Verification (IV&V) Services; and
- d) Effective Executive Sponsorship
- e) Oversight performed by DSHS CIO and staff to the ISB

2) Proposed Quality Assurance Framework Process

a) Project Management

- Project management is defined by an Administration based on State and

Department policies and standards. *(No change from today)*

b) Conduct Project Portfolio Risk and Severity Assessment

- A DSHS Portfolio 'Project Risk and Severity Assessment' is conducted. *(No change from today)*
- The Risk and Severity Assessment' rating (Level 0, 1, 2 or 3), determines the Quality Assurance and DIS Oversight requirements for a project. *(No change from today)*

c) Acquire Quality Assurance Provider

- A project obtains Internal or External Quality Assurance services as required. *(No change from today)*
- A standardized statement of work is used to obtain Quality Assurance services. *(New)*
- Projects are able to add services to the standard DSHS Quality Assurance requirements. *(New)*
- Project Quality Assurance services are funded from the project budget. *(No change from today)*

d) Conduct IV&V Evaluation

- A common enterprise IV&V Evaluation is conducted for all software projects with a Portfolio Assessment rating of Level 2 or 3. The evaluation is used to define required IV&V services for a project. *(New)*

Possible evaluation results include:

- No IV&V services are required;
 - A One-Time IV&V Assessment is required; or
 - An IV&V Assessment and follow-up reviews are required.
- The 'IV&V Evaluation' is conducted by an evaluator secured by the DSHS CIO and funded from the DSHS CIO's budget. *(New)*

e) IV&V Assessment / Services

- A common set of minimum DSHS IV&V requirements are used to obtain IV&V services. *(New)*
- Projects may add services to IV&V common services (e.g., software testing, test witnessing, etc.). *(New)*
- The IV&V Provider develops an IV&V Management Plan, conducts initial reviews, formally reports findings and recommendations, and conducts subsequent follow-up reviews. *(New)*
- The IV&V Provider reports independently to the Project Executive Sponsor and DSHS CIO, and DIS. *(New)*

f) Acquire IV&V Provider

- The Project, ISSD and DIS participate in the Independent IV&V Provider selection process. *(New)*
- An Independent IV&V Contractor or Independent State Agency (approved by

the Project Executive Sponsor and DSHS CIO), may provide IV&V services.
(New)

- IV&V services are funded from the project budget. (New)

g) Project Oversight

- Project oversight activities are conducted by Project Executive Sponsor, DSHS CIO and DIS. (No change from today)
- The Project Executive Sponsor and DSHS CIO monitor IV&V services and insure related review findings are addressed. (New)

- 4 In the Background section, you specify that Quality Assurance Services support will be required for a thirty six (36) month period. Is this support required full-time for 36 months? Is QA support required onsite at your facilities 100% of the time?

DSHS Answer: No and no. However, the State anticipates readily accessible QA staff. We envision QA as a part of the management team.

- 5 Based on the length of the contract period and the types of services you seek, it would be difficult for us to propose a pure fixed price contract. Are you open to a Fixed Price Plus Expenses cost option or other similar options?

DSHS Answer: No – the State is seeking a fixed price based on a deliverable payment schedule proposed by the QA vendor as described in section III.F of the RFP.

- 6 Does Washington publish a Partner list, current IT vendors that already do business with the State or in this case, DSHS ?

DSHS Answer: Yes, but WA is not limited to this list when procuring services.

- 7 Is there a way I can find out who, if any, current contractors or Partners are working in DSHS or specifically the SACWIS arena ?

DSHS Answer: DSHS does not maintain any such listing and is unable to provide any further information.

- 8 The title page (i) states that e-mailed bids WILL NOT be accepted. Section M, Submission of Proposals, contains the statement: "DSHS will accept any proposal submitted by email." Please clarify.

DSHS Answer: Email bids WILL NOT be accepted. However, we do expect each proposing vendor to submit a soft copy as described in section III.C of the RFP.

- 9 As part of the Scope of Services section, under the IV&V Activities, p. 13, evaluation of the vendor's development processes, there is a description in the "Note:" regarding software code walkthroughs. Please clarify that this task is to be conducted as part of the periodically defined IV&V portion of this

RFP. As opposed to the QA portion that is not defined as periodic but is continuous.

DSHS Answer: Walkthroughs are IV&V services.

- 10 On page 30, part C, Contents of Binders, there are 4 items listed. Section 2 is conspicuously missing. Was this intended?

DSHS Answer: This is an error. This section should say:

- Table of Contents
- Section 1: Administrative Requirements.
- Section 2: Management/Experience and Qualifications Proposal
- Section 3: Cost Proposal

- 11 Section I. B. Background (page 3): This section states that the project has received state and federal approval to proceed. Has your Planning APD been approved? Will the State make this document available to potential bidders to assist in the development of a proposal?

DSHS Answer: The Planning APD has been approved. The document will not be made available due to the sensitive nature of its contents.

- 12 Section I. C. Project Scope (page 4), Scope of Services #3: Is the assistance with preparing for the Federal SACWIS Assessment Review (SAR) process following the SACWIS implementation within or outside the planned 36 month contract period?

DSHS Answer: Mostly within – the majority of work associated with the SAR can be done following the first release of the application (see timeline included in answer to question #43).

- 13 Section I. C. Project Scope (page 5), 1. SACWIS Implementation Vendor Selection: Please clarify the status of the RFP for the SACWIS Implementation Vendor. Is the State or a vendor preparing this procurement document? What is the planned schedule for issuance of this RFP?

DSHS Answer: The State is preparing the RFP and it is scheduled for a September release.

- 14 Section I. C. Project Scope (page 6), 2. Cost/Benefit and Break-Even Analysis and Section I., C. 5. Deliverables (page 17): Please clarify if the State or a vendor is currently preparing the IAPD or is the Cost/Benefit and Break-Even Analysis to be completed by the bidder and incorporated into the IAPD. This section also requires “support of the State through federal review of the IAPD. Is it a correct assumption that the bidder is not responsible for the completion of the IAPD?

DSHS Answer: The QA vendor is responsible for the cost benefit analysis, not completion of the IAPD. The State will lead preparation of the IAPD.

- 15 Section I. C. Project Scope (page 7), Independent Verification and Validation: The State has provided specific guidance on the duration of the IV&V reviews by stating that “we believe the offeror's periodic IV&V reviews should each take no longer than an eight week timeframe from initiation through to final

report delivery and presentation.” This would suggest that these “technology audits” would occur no more than quarterly (assuming week long reviews) or semi-annually (with two week reviews). Is this the correct reading of the State’s intention? Or is the eight week timeframe associated with each phase of the IV&V assessments?

DSHS Answer: The eight week timeframe is associated with each phase of the IV&V assessments.

- 16 Section I., C. Project Scope, 4. Assessment and Monitoring of Project Activities and Products, Quality Assurance Activities (page 10): This section discusses the QA Vendor’s evaluation of Business Process Reengineering (BPR) activities. Has the State identified any desired BPR at this point or is it anticipated that the Implementation Vendor will propose BPR as part of its implementation strategy? Please clarify.

DSHS Answer: The State anticipates that BPR will be identified during the project by the State and the SACWIS Vendor. The SACWIS Vendor will be proposing an approach to BPR and change management.

- 17 Section I., C. Project Scope, 4. Assessment and Monitoring of Project Activities and Products, Independent Verification and Validation Activities (page 13): This section discusses the QA Vendor’s periodic review and evaluation of the vendor’s development process via code walkthroughs. Is the QA vendor expected to moderate all walkthroughs conducted between the department and the implementation vendor? If the implementation vendor decides which walkthroughs the QA vendor participates in, what are the expected criteria the department will apply to this determination? Has the State identified the number of modules that it expects to be walked through and inspected? If so, how many? Has the State determined the programming language/development environment that code reviews will be conducted on? If so, what is it?

DSHS Answer: The QA vendor is not expected to conduct all walkthroughs. However, the QA vendor’s approach should be repeatable and transferable to the State so that the State may conduct walkthroughs. The QA vendor will determine, in conjunction with the SACWIS vendor and the State, which items to walk through based on the QA vendor’s methodology and understanding of the transfer system. There is not a predefined number of modules to walk through. The programming language and development environment have not been determined yet and will not be until a SACWIS vendor is selected.

- 18 Section I. C. Project Scope Section I., C. 5. Deliverables (page 17): The anticipated deliverables are presented; however, “the State reserves the right to request additional analyses, as needed. Will the state treat these additional requests for analysis as change orders to the initial fixed price contract? If these additional requests must be included in the initial fixed price contract, what is the estimated number, duration and level of effort the QA vendor should use to make these estimates?

DSHS Answer: The QA vendor should include in their approach a process by which the State will request additional analyses and this process should outline whether and how additional requests will be handled from a change order perspective.

- 19 Section I. C. Project Scope Section I., C. 5. Deliverables (page 18): For the Routine Status Reports, this section states that the QA Vendor will work with the State to establish a format and frequency for Status Reports. It is difficult for a vendor to establish a cost for this deliverable when its frequency and format are not known. Would you please elaborate on this issue and provide additional guidance to bidders on how to handle this ambiguity.

DSHS Answer: The QA vendor should be prepared to provide weekly and monthly status reports. The format should be proposed by the QA vendor based on their experience.

- 20 Section I. D. Minimum Qualifications, (page 20): This section of the RFP defines the requirements for Key Personnel. However, later in the proposal Key Personnel is defined as "Staff being proposed to do the work under this proposal." Is it the State's intention that everyone proposed on this project meet these minimum qualifications? For example, it seems unnecessary and/or potentially expensive for every person proposed to perform some of the technical evaluations of processes or products to have project management experience.

DSHS Answer: The State expects two key personnel, a Project Manager for the overall project and a Technical lead for the IV&V services. The State also expects that resumes will be submitted with your proposal for any other staff that the QA vendor will use to perform work under this contract. The quality of these additional staff will be considered in the scoring of the QA vendor's qualifications in addition to the qualifications of the key personnel. As such, it is important that the QA vendor indicate how these additional staff are intended to be used on the project so that the State can evaluate their capability appropriately.

- 21 Section II. General Information, C. Acceptance of RFP Terms (page 21): In what section of the proposal should requested changes to contract language be submitted? It seems that any such requests should be included in the "Letter of Submittal"; is this correct?

DSHS Answer: Requested changes to the contract language may be included in the Letter of Submittal.

- 22 Section II. General Information, D. Procurement Schedule (page 22): The procurement schedule indicates that contract negotiations will start on October 10, 2006 and yet the Bidders Protests, if any, are not due until October 25, 2006. What plans does the State have to handle a reversal as a result of a protest?

DSHS Answer: The State will manage a protest in accordance with the State's standard procedures.

- 23 Section II. General Information, D. Procurement Schedule (page 22): Item 15. Contract Execution is scheduled for November 2, 2006 and yet the Background information on page 3 indicates a planned start date in the first quarter of 2007. Is this difference to provide time for federal approval of the contract? Please clarify this difference in timeframes.

DSHS Answer: The SACWIS vendor is planned to start in the 1st quarter of 2007. The QA vendor is expected to start approximately three months before that to help with the selection and IAPD.

- 24 Section III.B. Proposal Format (Pg. 30): Are font sizes less than 12 point fonts permitted in tables and exhibits?

DSHS Answer: Yes, but no less than 10 point.

- 25 Section III.D.3 (Pg. 32) and Section III.E.3 (pg. 33): Both of these sections require project references. Is the response to Section III.D.3 for corporate references and Section III.E.3 for staff references? And

if so, how does the staff references provided in response to III.E.3 differ from the staff references required in response to Section III.E.2? Please clarify.

DSHS Answer: These are entirely different items. III.D.3 requests that you provide us with contact information for clients you would consider references. III.E.3 requests that you provide descriptions of similar projects, which are not necessarily the same as the projects you would choose as references. III.E.2 requests references for the individuals you are proposing for the work, which again may differ from the references provided as corporate references.

- 26 Section III.E (pg. 32): The section numbering provided goes from *Section 1. Administrative Requirements* to *Section 3. Management/Experience and Qualifications Proposal*. Is the omission of a Section 2 intentional or is it in error?

DSHS Answer: see response to question #10.

- 27 Section III.E.4 (pg. 33): Although this section is listed as one of the questions to be addressed, it is a series of statements. Are we to simply respond that we are in agreement with these statements or is something more required here?

DSHS Answer: Indicate agreement with the statement and identify the key personnel.

- 28 Section III.F (pg. 33): Is the Cost Proposal to be bound separately from the rest of the response or can they be submitted together in the same binder?

DSHS Answer: Submit together – however, indicate whether or not there is proprietary information included in the cost proposal section.

- 29 Section III.F, Facilities and Equipment/Software provided by the State (pg. 34): This section discusses the space and hardware, software, and documentation to be provided by the State. It does not discuss office equipment, such as desks, chairs, file cabinets, printers, faxes, Internet access for email for the QA Vendor staff. Please describe the type of office equipment that will be provided for the QA Vendor project team and what is expected that the QA Vendor will provide. How many QA Vendor staff will be accommodated for at this site?

DSHS Answer: Items such as desks, chairs, file cabinets, printers, faxes, Internet access for email for the QA Vendor staff will be provided by the State. The State will provide permanent space for up to three QA staff and can provide hoteling space for additional staff as needed.

- 30 Appendix C: Sample Contract: There does not appear to be a limit on the QA Vendor's liability in this sample contract. Please specify this limit, if any. Is this an issue that would be part of the contract negotiations?

DSHS Answer: This will be part of negotiations.

- 31 Has Washington received Federal ACF approval for its intended SACWIS solution to transfer an existing Web-based SACWIS system?

DSHS Answer: The Planning APD has been approved and the SACWIS RFP is currently in Federal

review.

- 32 In Section C: Project Scope, Scope of Services (specifically pp 5-7) what activities will State staff perform in conjunction with the QA vendor's staff? Will "point persons" be designated for the QA vendor to consult with?

DSHS Answer: The State will cooperate in accordance with the QA vendor's proposed approach.

- 33 Page 7, Quality Assurance Activities: In addition to the assessment activities, is the State expecting to also receive action-type recommendations based on the assessments?

DSHS Answer: Yes, as appropriate.

- 34 Section 5: Deliverables, paragraph 2: will there be an informal review and approval process with the CAMIS Replacement Project Project Manager prior to submitting formal deliverables?

DSHS Answer: Yes, both for QA vendor deliverables and SACWIS vendor deliverables. The State also requires that the QA vendor discuss the proposed content and acceptance criteria of deliverables prior to the deliverable being produced.

- 35 Will the CAMIS Replacement Project Project Manager review (pre-screen) material to be presented by the QA vendor prior to routing QA briefings?

DSHS Answer: Yes, the QA reports/briefings will be reviewed prior to being presented externally.

- 36 Who is responsible for approving deliverables—the CIO, Children's Assistant Secretary, DIS or the CAMIS Replacement Project Project Manager?

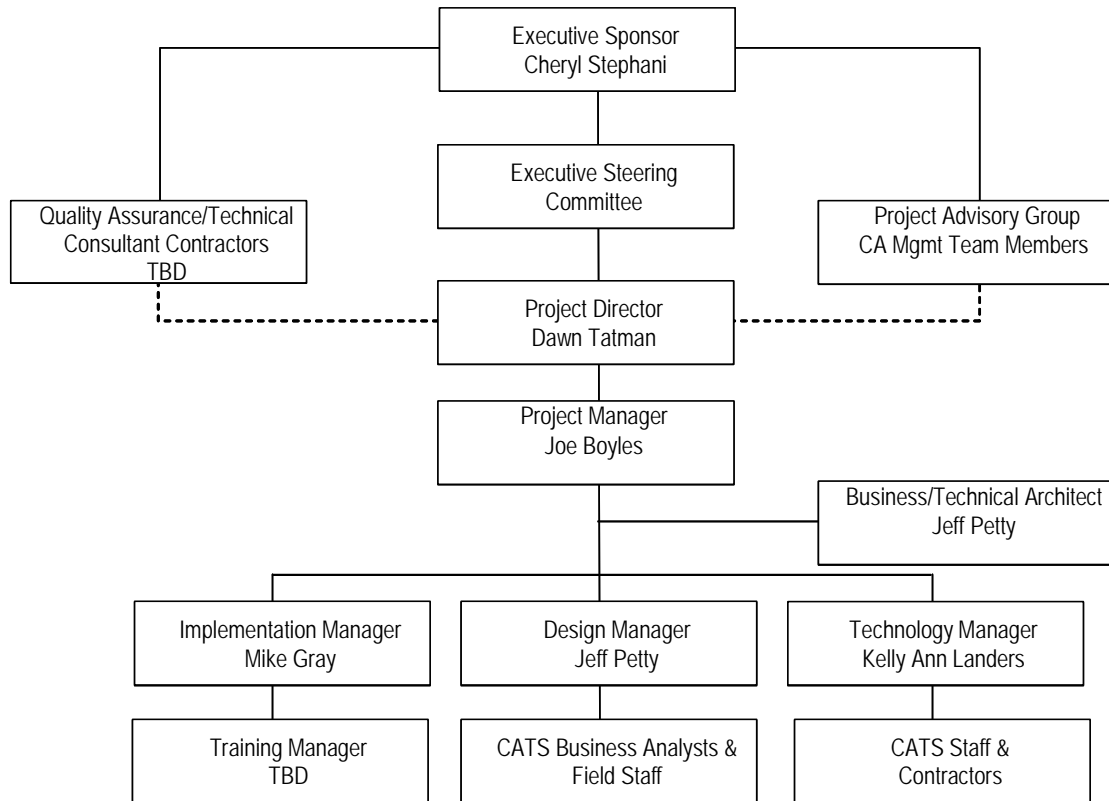
DSHS Answer: QA vendor deliverables will be approved by the Children's Administration Assistant Secretary and the Children's Administration Technology Services Director with input from the DSHS CIO's office.

- 37 Can we add deliverables to our proposals such as project start up activities?

DSHS Answer: Yes, we encourage the QA vendor to suggest additional deliverables as appropriate based on their experience.

- 38 Is there an organization chart of the current CAMIS Replacement Project staff available? If so, where is it located?

DSHS Answer: The current project staff only include those staff that have participated in the planning effort. The project organization will change according to the successful SACWIS vendor's proposed approach. The planning organization is included below:



39 Page 35 Section C Scoring of Proposals

Page 35 Section C Scoring of Proposals: Will the oral presentation points be factored with the written proposal score totals (Methodology and Approach, Experience and Qualifications and Cost Proposal) or will only the oral presentation determine the Apparently Successful Bidder?

DSHS Answer: The scores for the written proposal will determine which bidders are asked to make oral presentations. The scores from the oral presentations will be used to select a successful bidder. The scores will not be combined.

40 Is it correct that if no oral presentations are scheduled, the Apparently Successful Bidder will be determined solely on the Written Proposal?

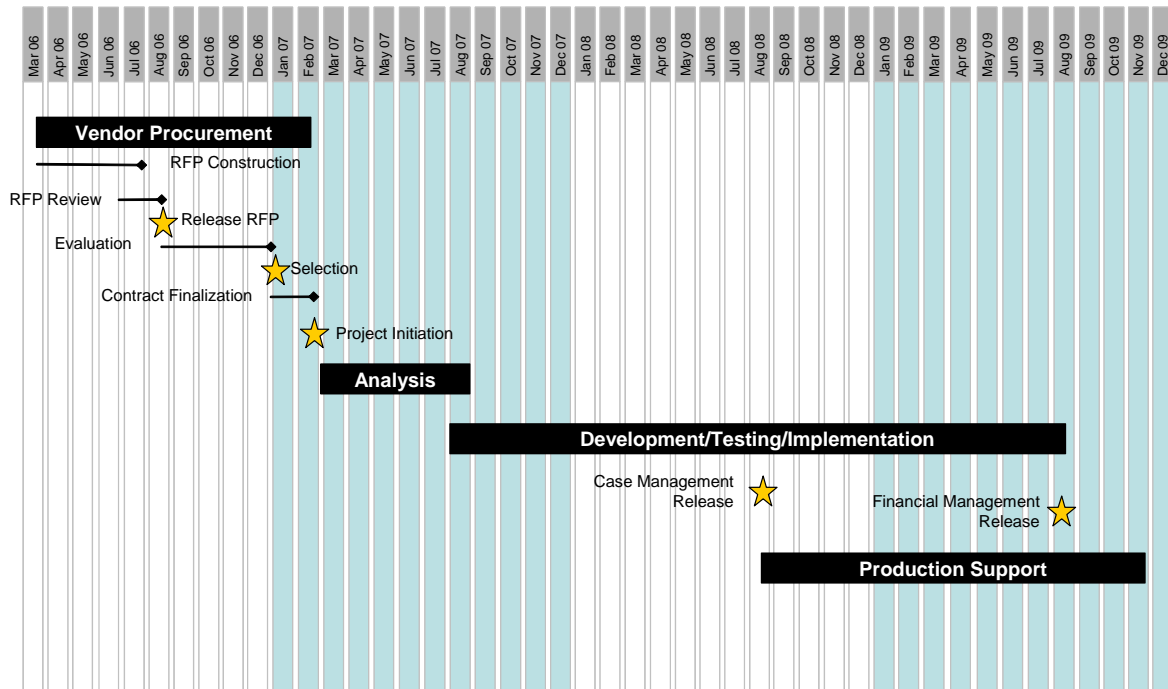
DSHS Answer: This could be the case, especially if only one proposal is received.

41 Page 37, Section E Final Determination of Apparently Successful Bidders, third paragraph: If no oral presentations are scheduled, could the RFP Coordinator issue a request for Best and Final Offers?

DSHS Answer: Yes.

42 Is there a tentative schedule for the selection, contract negotiations, development and implementation activities for the implementation vendor?

DSHS Answer: The schedule is depicted in this roadmap:



- 43 B. Background page 3 - Forecast start date of the project is 1st quarter 2007 with a project completion of 3rd quarter 2009:
- Is vendor selection prior to this period?
 - What project/contract phases does this duration include, for example, is 'project completion' the conclusion of statewide roll-out, SACWIS certification, or some other even/milestone?

DSHS Answer: See answer to question #43.

- 44 B. Background page 4 - How does the 36 month term of the QA contract dovetail with the approximate 33 month term of the project as stated in Section B, page 3? For example, because the QA contract includes assisting with vendor selection does that imply that the QA contract will begin prior to the systems project? If so, by how long? For pricing and scheduling purposes, what will be the actual contract term and anticipated start date?

DSHS Answer: First, the dates are estimates that may be affected by the Federal review timeline, a vendor protest or a proposed project schedule that is different from the one depicted in the answer to question # 43. The QA vendor's contract will start before the SACWIS vendor's and end at approximately the same time as the SACWIS vendor's contract.

- 45 C. Project Scope page 5 - Item #1, SACWIS Implementation Vendor Selection call for:
- assistance in evaluating procurement documents. Do those documents exist today? If not, when does the state expect them to be available?
 - Preparation of the proposal evaluation and vendor selection process and the making of recommendations for improvement. This is somewhat contradictory as if the QA contractor is responsible for preparing the process how would that firm also offer recommendations for improvement. Please clarify.

How long does the state envision the activities in Item #1 to take from beginning to end? Does the state expect full-time on-site assistance during this set of activities?

DSHS Answer: The procurement documents will be available in mid-September if the procurement stays on schedule. The State is asking the QA vendor to support preparation of the evaluation plan. There is approximately three months between the QA vendor start and the SACWIS vendor start. The manner of assistance provided by the QA vendor should be part of the QA vendor's proposal.

- 46 C. Project Scope page 6 - Item #3, Federal SACWIS Assessment Review Assistance calls for the QA contractor to assist in preparing for the SACWIS Assessment Review following SACWIS implementation. Referring to Section B of the RFP, does the state expect that implementation will be complete in the 3rd calendar quarter of 2009 and that the SAR will occur at that time?

DSHS Answer: Yes.

- 47 C. Project Scope page 6 - Item #4, Assessment and Monitoring of Project Activities and Products, states that the state expects that vendors may need to partner to deliver the full set of services. Yet the sample contract clause #23 states that subcontracting is not permitted without the prior approval of the state. Please confirm that the state will allow subcontracting.

DSHS Answer: Sub-contracting is allowed but requires written approval from the State as described in section II.W of the RFP.

- 48 C. Project Scope page 17 - Item #5, Deliverables, states that the "state reserves the right to request additional analyses, as needed." Given that this is a fixed-price contract, please confirm that all such additional analyses will be performed under a change order or other contract amendment and may be subject to additional fee.

DSHS Answer: See the response to question #18.

- 49 Invoicing & Payment - There is no discussion of invoicing, payment terms or withholding. How does the state expect invoicing and payment to be made? Will there be withholding of a portion of payments due? If there is withholding, how and when will it be released?

DSHS Answer: The payment schedule is to be proposed by the QA vendor. There will not be an amount withheld from deliverable payments. The QA vendor will submit an invoice for a deliverable once the QA vendor has received written acceptance of that deliverable from the State.

- 50 Has a budget been set for the QA effort outlined in the RFP? If so, what is that budget and how is it spread over the 36 month term of the project?

DSHS Answer: A budget has been set for the QA effort. Federal restrictions prohibit us from sharing it.

- 51 The deliverable described as "QA Approach and Plan Update" is due "within 30 days of concluding the Implementation Vendor contract negotiations." What is the projected timeframe for that milestone?

DSHS Answer: Approximately February 2007.

- 52 Related to Task 1, page 5, "SACWIS Implementation Vendor Selection": At what point of development is the RFP for the Implementation Vendor?

DSHS Answer: The SACWIS RFP is in Federal review and anticipated to be released in September.

- 53 What is the State's current supported hardware and software, which will be reviewed and evaluated as part of the requirement addressed on page 12 of the RFP?

DSHS Answer: The State has not required specific hardware or software for implementation of the transfer SACWIS. This question will be answered when the successful SACWIS vendor is selected.

- 54 Is it the State's intention to support the solution internally following implementation, or does the State envision using vendor maintenance to meet its needs? This relates to the last bullet on page 12 of the RFP.

DSHS Answer: The State intends to take over support of the SACWIS solution. Knowledge transfer is a critical component of the project.

- 55 Our experience has shown that comprehensive code reviews (of every module) can be very cost "in-effective". Sample code reviews, with more detailed analysis when potential problems are discovered, have proven to be more cost effective. Related to the 5th bullet on page 13 of the RFP, would the State consider sample code reviews as a satisfactory approach?

DSHS Answer: Sample reviews could be satisfactory if the proposed approach and tools are sufficiently supported with metrics, literature or other substantiation.

- 56 We note that the IV&V activities that have been outlined on page 16 of the RFP do not include infrastructure and application security reviews. Does the State anticipate that these services will be required?

DSHS Answer: The State may request IV&V help in this area. A request for an evaluation of this nature would be managed through the QA vendor's proposed process for managing requests of additional services.

- 57 Regarding the requirement for Routine Status Reports addressed on page 18 of the RFP: For estimating purposes, can you provide an estimated frequency for those reports?

DSHS Answer: See response to question #19.

- 58 Would it be possible to gain access to the Bidder Information, Certificates and Assurances forms (page 31 of the RFP) in MS Word format to make it easier to incorporate those forms into our proposal?

DSHS Answer: Yes, is posted on the DSHS Procurement site for this project.

- 59 The format for proposal submissions on page 30 of the RFP indicates that the proposal contain a TOC and 3 sections (Admin, Management/Experience & Qualifications, and Cost). Is it your intent that submissions be restricted to those three sections, or may we provide additional information in additional sections as we see the need?

DSHS Answer: Please include additional information in Appendices if it is not directly in response to the RFP's requirements.

- 60 Page 22 indicates the date of Contract Execution as November 2, 2006. Is that the earliest start date for the winning vendor?

DSHS Answer: This is an estimate. The contract must receive Federal approval prior to the State signing and executing the contract. This could take up to 60 calendar days from the time the Federal oversight receives the negotiated contract.

- 61 On page 7, the RFP indicates that "QA resources will remain a constant presence on the project" and provides an example of having "only one person during project initiation and more during the height of the project." How are you defining constant presence? Is there a requirement for someone to be onsite five days per week during the project, regardless of the work being performed?

DSHS Answer: See response to question #4.

- 62 On page 7, the RFP gives an example of having "only one person during project initiation and more during the height of the project." Is the RFP indicating the preference to have only one person working on project initiation or indicating that the work during project initiation should not exceed the hours of one person?

DSHS Answer: The intent was to suggest that the initiating activities should not be labor intensive. Ultimately, the staffing level is dependent on the QA vendor's approach.

- 63 If a referenced project did not assign a risk/severity level using Information Service Board's risk/severity level methodology, how do you suggest we respond to this requirement?

DSHS Answer: The QA vendor should assign a risk/severity rating to the project based on the criteria outlined in the ISB policy (<http://isb.wa.gov/policies/portfolio/201S.doc>) and justify the risk/severity assigned based on the relevant aspects of the project.

- 64 Because there are varying models and requirements for cost/benefit analyses in Federal projects, please provide a specific reference or citation for the federal requirements for cost/benefit and break-even analysis that you discuss on page 6.

DSHS Answer: The Federal Administration for Children and Families provides a set of guides for conducting SACWIS cost-benefit analyses. These guides can be found at <http://www.acf.hhs.gov/programs/cb/systems/sacwis/federal.htm>

- 65 On page 5 of the RFP, you provide guidance as to your expectations for QA resources for each major

activity group. When you identify a resource, is that equivalent of 1 FTE for the duration of the task?

DSHS Answer: Yes. The intent here was to convey our sense of what it might take to do the work. We felt this was necessary because the list of activities included in section I.C.4 might lead a vendor to believe the level of effort should be much greater.

- 66 The first activity for the selected QA Vendor, as outlined beginning of page 5 of the RFP, is to assist the state in the selection of the implementation vendor. The first two bullets outline a review of the solicitation documents and verification that the solicitation documents clearly define the state's expectations and requirements. At the point that we, as the QA Vendor, begin our work, will the solicitation documents have been released to the vendor community or will they be in draft form, available for minor modifications? If still in draft form, does the Implementation RFP require federal approval after any changes are made as a result of our review?

DSHS Answer: The Implementation RFP will have been released to the vendor community by the time the QA vendor begins their work.

- 67 On page 20 of the RFP, the state identifies the minimum requirements for all key personnel. Please identify any roles that proposing vendors must designate as "key".

DSHS Answer: Two key personnel are expected. There must be a QA project manager and a primary Technical resource for the IV&V activities.

- 68 Has the state identified a Project Manager for the implementation of the CAMIS replacement? Has a Project Charter been completed and approved? If so can we get a copy of it?

DSHS Answer: See response to question #38. The IAPD is effectively the project charter and it will not be drafted until the SACWIS vendor is selected.

- 69 Can the state make available the workload study that is to be used as a basis for the cost/benefit analysis?

DSHS Answer: The Workload Study is in progress and will not have produced any useful materials until after the QA vendor responses are due.

- 70 Should the Cost proposal be in a separate binder?

DSHS Answer: See response to question # 28.

- 71 Can you provide any additional information on the SACWIS implantation schedule?

DSHS Answer: See response to question # 43.

- 72 Can our response to this RFP be email? On page 1 it state that email proposal will not be accepted but on page 24 it states that they will be accepted.

DSHS Answer: Emailed proposals WILL NOT be accepted.

- 73 Page 5, Section I C Scope of Services, A recommended set of best practices will be the basis of the proposals. We understand that the guidance on staffing relative to breadth of services is a cost constraint. Is it a correct assumption that the methodology and integrity level applied for IV&V should be tailored to the level that can be sustained by the 1-2 people doing a periodic assessment while realizing that activities suggested for integrity levels such as 2 or 3 may be impacted?

DSHS Answer: This is a correct assumption.

- 74 Page 5, Section I C Scope of Services, Would it be acceptable to propose a matrixed IV&V approach that brings specific skills together for a periodic review, but that stays within the overall cost of two staff for an eight week period? A best practices approach would include technical resources from more than 1 or 2 disciplines.

DSHS Answer: This would be acceptable.

- 75 Page 5, Section I C Scope of Services, Timing and frequency of the IV&V assessments should be based on the life cycle model and relate closely to the system development schedule. In the absence of such a schedule at this point, could you specify a number or frequency of IV&V based assessments that should be costed for a fixed price bid (one per major phase, one per quarter, two a year, etc.)? IV&V recognizes the planning phase as an acquisition activity, would an assessment be conducted prior to vendor selection?

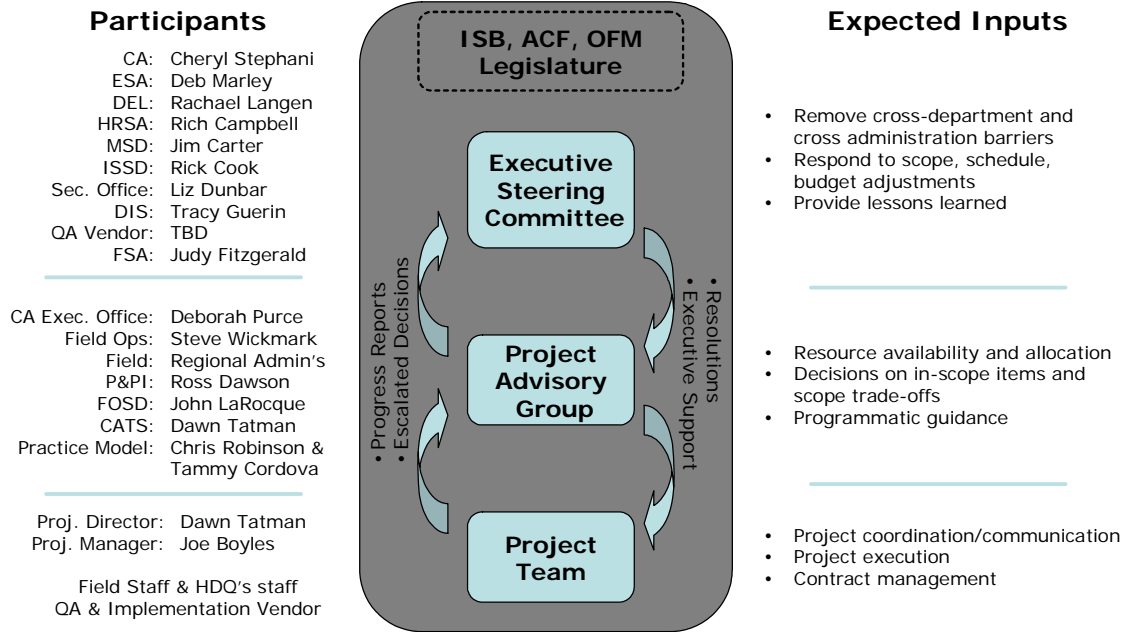
DSHS Answer: It is correct to assume that the timing and frequency of the IV&V services should be based on the life cycle model and relate to the development schedule. As the RFP states, the IV&V assessments should be no longer than eight weeks. The actual timing, length and frequency of these assessments should be based on the QA vendor's experience in performing such assessments. The State can not tell the QA vendors what is appropriate.

- 76 Page 5, Section I-C, A PMI-Certified (PMP) consultant with SACWIS vendor selection, cost-benefit analysis and project initiation experience, and years of software migration experience would seem to better satisfy the requirements of the first procurement support phase, rather than 3 years QA experience?

DSHS Answer: The QA vendor may propose such an individual and the State will evaluate this response according to the merits of the resumes and references.

- 77 In our experience, this type of engagement is heavily influenced by the state governance model employed in administration of the SACWIS project. Could you provide bidders with additional information on the governance today?

DSHS Answer: The State has begun assembling project decision making bodies such as an Executive Steering Committee and Project Advisory Group. These are depicted in the graphic below with a brief description of roles and responsibilities. The project also will convene a Technical Advisory Group that includes staff from the project technical team, DSHS Enterprise Architecture Program, IV&V vendor, ISSD, DIS Service Group and other technical expertise as needed. We anticipate that the vendor will use and elaborate on this structure.



In addition to these project-specific governance structures, the State has several standing governance bodies with which the project will need to interact. These include the DSHS Enterprise Architecture group and the Information Services Board (ISB).

- 78 Page 7, Section I-C.4, The QA task begins “a constant presence” during project initiation. Please clarify when during project initiation that you intend the QA effort should begin – at vendor selection, 30-days prior to vendor starting contract, simultaneous with vendor start?

DSHS Answer: The State expects that the QA vendor will propose the timeframe in which QA services should begin.

- 79 Multiple activities indicate that we will need to evaluate design, perform code reviews, evaluate database products, lead code walkthroughs etc. In the absence of a defined development environment and architecture, we can provide QA staff with generalized skills, but there is considerable uncertainty regarding the specific technical skills that will be required until there is a selection of a transfer system. Do you anticipate that generalized information technology QA skills will suffice or will the team make-up need to be refreshed after selection of the transfer solution?

DSHS Answer: The QA vendor must propose a lead technical resource for IV&V services. The proposed resources must be able to perform the IV&V services as described in the RFP. If a change in staff is required, the RFP outlines how that will occur.

- 80 Page 30, Section III-C, Is there a section 2 or are Section 3 & 4 misnumbered? If there is a section 2, what are its contents?

DSHS Answer: See response to question # 10.

- 81 Is It OK to include an Executive Summary?

DSHS Answer: Yes – no more than 3 pages.

- 82 Page 6, Section I-C.2, Has the Workload Study been published? Can the State provide the Workload Study?

DSHS Answer: See response to question # 71.

- 83 Has the CAMIS replacement procurement document been developed?

DSHS Answer: See response to question # 54.

- 84 Has a timeline been developed for the CAMIS Replacement procurement process and if so, can the State provide the timeline?

DSHS Answer: See response to question # 43.

- 85 Page 5, Section I-C.1, Does the State expect the QA vendor to assist in the development of the CAMIS Replacement RFP or will the State develop the RFP?

DSHS Answer: The State is developing the CAMIS Replacement RFP.